

## **Measures for Workforce Recruitment, Hiring, Retention, and Succession Planning**

### **Recruitment and Hiring** – (applies to supervisors with hiring authority)

Recruits and selects new employees based on organizational goals, budget considerations, and staffing needs. When filling a position, the supervisor engages and collaborates with HR to ensure skills required for the job are identified, posting of the job vacancy is accurate, and assists in identifying contacts for diverse locations or organizations for recruiting purposes. Participates as needed with HR in the proper screening of applications, and appropriate categorization of applicants based on qualifications.

Utilizes flexible hiring authorities when filling a vacancy (e.g., targeted disabilities, student employment, direct hire, appointing veterans, etc.) to ensure diversity in recruitment and hiring.

### **Retention and Succession Planning** (applies to all supervisors)

Successfully transitions new hires into the position by promptly providing an orientation into the workforce and establishing performance elements and standards. Supervisor provides ongoing feedback and coaching, and makes appropriate use of the probationary period to assess the new hire's ability to perform in the position.

Implements retention strategies that focus on key internal processes (e.g., work environment, employee orientation, executing Individual Development Plans for all employees--subject to bargaining obligations, coaching, development, and mentoring, etc.) that promotes employee growth, supports the health of the workforce and drive the future success of the organization's people and infrastructure.

Assesses current workforce plans to ensure they are up-to-date in order to meet Program/Agency goals and objectives. Works with senior management officials and HR to comply with the workforce planning process as described in the Department's position management policy.

## **Measures for Performance Management**

(Applies to all supervisors with performance management responsibilities)

The supervisor establishes subordinate employee performance plans within established timeframes and that align with Agency and Departmental goals and objectives. Communicates to employees how their work supports the Agency mission and strategic plan/initiatives. Employee performance plans contain clear, results-focused measures and the supervisor provides accurate and timely feedback to determine progress and success in meeting expectations:

- The supervisor completes performance plans, progress reviews, and appraisals of subordinate employees by the due dates established by the Department or Agency. Performance plans for each employee must include at least one critical element that is traceable to the agency's goals and objectives (e.g., Mission Results critical performance element).
- Provides ongoing feedback and coaching as demonstrated through performance feedback sessions as evidenced by 100% of employees receiving at least one feedback session at the midpoint of the rating period.
- Ensures appropriate action is taken to address performance problems in a manner that supports organizational goals and objectives.
- Ensures subordinate managers and supervisors adhere to the Agency performance management policy with regard to performance appraisal and employee recognition.

Performance and employee feedback data is used as an indicator of compliance and general satisfaction or needed improvement with regard to the planning, developing, monitoring, rating and rewarding of performance.